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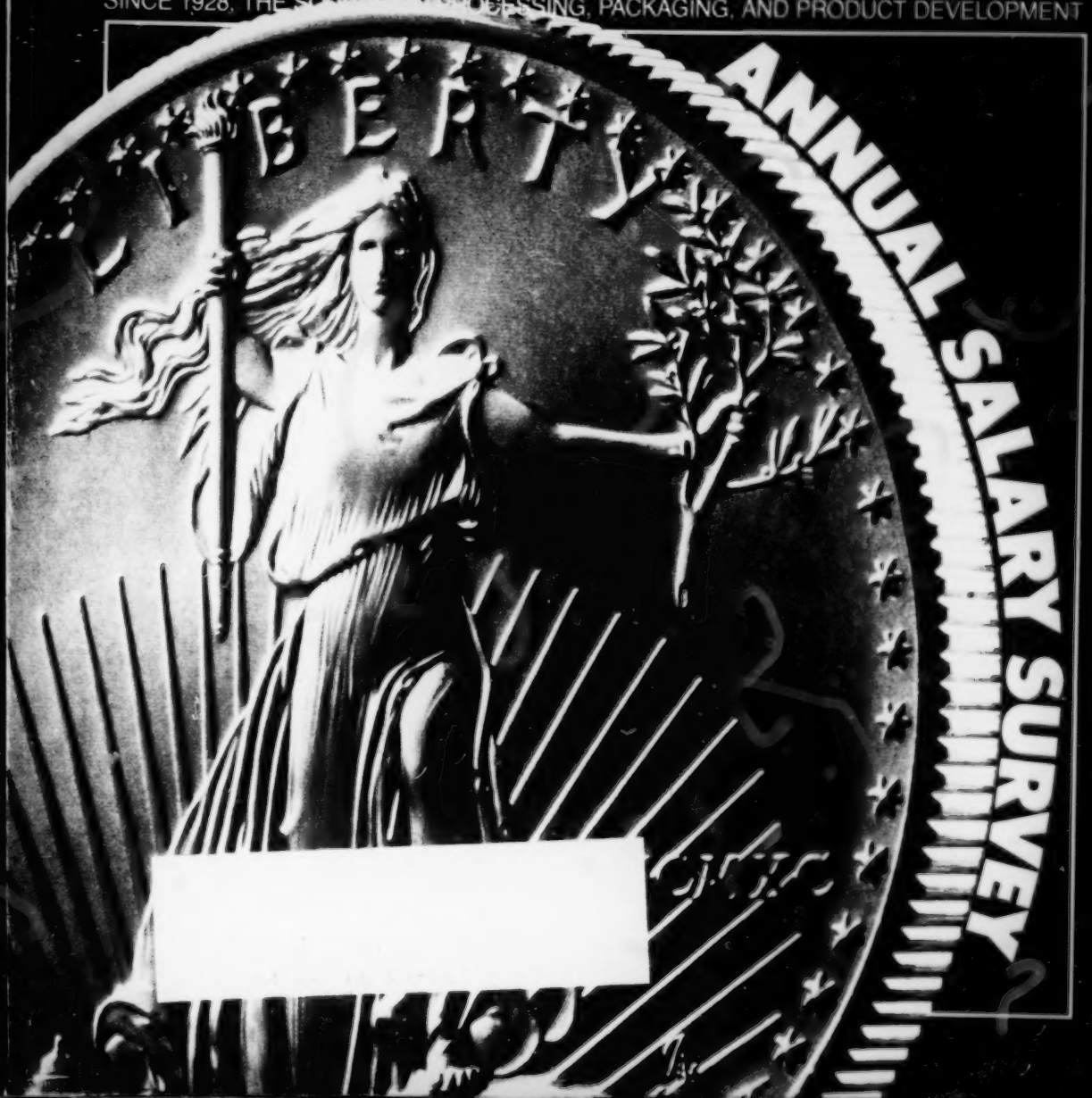

FOOD ENGINEERING

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Say goodbye to the golden age—*Food Engineering's* annual survey on salaries and job satisfaction says both food industry employers and workers are gearing up for a changing economic environment.

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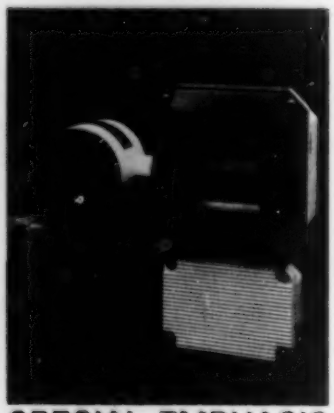

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ANNUAL SALARY SURVEY:
Goodbye To The Golden Age

Employees buckle up for a recession, while employers look for different ways to compensate the work force in a changing economic environment.

JOYCE FASSL
MANAGING EDITOR

Despite the warnings of recession since mid-year, food industry employees averaged about a 7 percent increase in 1990, according to the 1,400 people who responded to *Food Engineering*'s annual survey on salaries and job satisfaction.

Food industry personnel are getting more of a return for their labors and have more buying power than the average American worker. According to the U.S. Census Bureau figures for 1989, the median salary for all U.S. workers was $28,906. The median salary for all workers in our survey for this year is $47,214. But economic forecasters are sending out a warning for 1991: Pay raises are expected to be 5 percent, but inflation is expected to come in at 6 percent. If this occurs, it will be the first time in a decade national average salary increases have not kept up with inflation.

How will the food industry retain its best workers as we enter a recession? It won't be easy.

"A 4.5 percent increase is too low an annual increase for an above average performance," says a project engineer from Wisconsin. A quality control manager from Pennsylvania suggests that the "best morale booster would be if lower levels of manage-

ment were eligible to receive bonuses."

A production supervisor from Wisconsin warns, "This is the first year I have not gotten an increase at least equal to inflation. If this occurs a second time, there may be some active job hunting within my department."

Complaints about small percentage increases continue. According to a quality control manager from New York, "My company does not reward hard work with compensation—5 percent maximum unless you are promoted. Until a person threatens to leave, nothing is done about low salaries. Excellent people have left and are replaced by people who are less competent, making above and beyond what would have kept that person here and content."

According to the Conference Board, a New York City-based network and forum for business executives, more companies are using profit sharing, special incentives and other innovative compensation devices to boost employee productivity and company profitability. Three-fourths of the companies using these programs say they are successful. Over a third of the companies surveyed have individual incentive programs, one fifth have profit sharing programs, and 13 percent have gainsharing plans which reward employees based on the productivity of either their own unit or their company. According to the Conference Board, the days of the traditional merit pay increase are waning. Merit increases are no longer linked to individual performance. In most cases they are an across-the-board small percentage increase companies think they can afford to give in a shakey financial environment. In the future, above average increases will not be given to employees who management just "feels" are doing a good job. These increases will somehow be linked to measurable performance.

"My 1990 review was far better than my '89 review, but my increase was one percent less. I'll let you folks speculate on rationale," says a project engineer from Pennsylvania.

Because of employee complaints and a slowing economy, companies are searching for compensation plans that will provide specific incentives linked to corporate or individual department performance. Variable pay plans are being used to improve productivity and to help companies stay profitable in an increasingly competitive environment. According to the Conference Board, gainsharing will become popular in manufacturing environments that lend themselves to concrete productivity measures. The network also predicts that individual incentives will become more frequent for salaried employees, particularly managers and supervisors.

MEDIAN SALARY BY EXPERIENCE

	Food	Total
Less than 6 years	$36,499	$34,037
6-9 years	42,187	41,738
10-14 years	43,916	44,166
15-20 years	48,447	48,029
21-24 years	54,078	53,332
25-29 years	56,922	56,153
30+ years	55,629	56,028

Source: Food Engineering 1990 Salary Survey.

Equal pay for equal work?

On average, men working in the food industry received an increase just over 5 percent and women received 8.75 percent this year. The average male salary in the food industry rose to $50,323, while the average female salary was $36,487.

Nationally, regardless of industry, women make 68 cents for every dollar a man makes. In *FE's* survey, women are doing just a little better, making about 72 cents on the man's dollar.

While it is important to keep in mind that over half of the female re-

MEDIAN SALARY BY REGION

Mountain	$51,785
New England	50,171
Mid-Atlantic	45,967
East North Central	45,657
West North Central	44,166
East South Central	42,812
Pacific	42,320
West South Central	42,142
South Atlantic	39,499

Source: Food Engineering 1990 Salary Survey.

JOB TITLE BY EDUCATION & SEX

Job title	High school or less	Some college	Bachelor's Degree	Master's Degree	Ph.D.	Male	Female
President	13.9%	30.4%	34.2%	19.0%	2.5%	93.7%	6.3%
V.P./manufacturing	5.8	13.5	50.0	28.8	1.9	98.1	1.9
V.P./marketing	3.1	21.9	62.5	12.5	–	90.6	6.2
V.P./R&D	–	4.3	34.8	30.4	30.4	95.7	–
Plant manager	13.4	32.0	40.2	14.4	–	92.8	6.2
Production supervisor	12.2	28.4	48.6	9.5	1.4	85.1	13.5
Engineering manager	4.8	18.1	57.1	18.1	1.9	99.0	1.0
Project engineer	2.1	5.1	68.6	22.1	2.1	90.[illegible]	8.6
Packaging manager	4.3	39.1	39.1	13.0	4.3	91.3	8.7
Purchasing manager	14.0	32.6	39.5	14.0	–	74.4	25.6
Technical director	–	4.8	45.8	30.1	19.3	88.0	12.0
QC manager	1.4	9.7	67.4	19.4	2.1	70.1	29.2
Food technologist	–	6.5	47.6	33.3	12.5	58.3	41.1
Marketing/product/sales mgr.	4.0	13.3	49.3	32.0	1.3	76.0	24.0
Sanit./maint. manager	20.6	44.1	32.4	2.9	–	91.2	8.8
Trans./dist. manager	–	46.7	46.7	6.7	–	86.7	13.3
Purchasing agent	8.3	33.3	50.0	8.3	–	75.0	25.0

Percentages may not add up to 100 due to incomplete or duplicate answers.

Source: Food Engineering 1990 Salary Survey.

spondents to our survey have less than ten years of experience and more than half of the men responding have over 20 years on the job, women's demand for equal pay for equal work didn't let up in this year's survey once again.

When asked, what is the one greatest obstacle that is stopping you from performing your job effectively, a chemist from Missouri put it bluntly—"Being female." A microbiology manager from Ohio says, "I work for a very conservative company. There is still an old boys club...women are basically ignored. A man generally starts out at a higher salary regardless of past experience."

It's hard to believe this can still happen in the '90s, but a food technologist from New Jersey reports her boss remarked during her last performance review, "Just between you and me, you're making pretty good money for a girl." She wonders if she is assigned projects that he feels are "pretty good for a girl." A project manager from California said her boss told her if she were a man, she'd be making $10,000 more a year. She then asked if *Food Engineering* had the courage to highlight the comparisons between men's and women's salaries.

The majority of the women responding to our survey listed their job title as food technologist or quality

MEDIAN SALARY BY SEX

		% increase over 1989
Male	$50,323	5.35
Female	36,487	8.75

Source: Food Engineering 1990 Salary Survey.

MEDIAN SALARY BY JOB TITLE

President	$54,166*
VP Manufacturing	75,555
VP Marketing	73,999
Plant Manager	50,416
Production Supervisor	38,157
Engineering Manager	57,954
Project Engineer	47,678
Purchasing Manager	43,928
Technical Director	62,812
Quality Control Manager	40,644
Food Technologist	40,151
Marketing/Product/Sales Manager	51,166
Sanitation/Maintenance Manager	44,558
Other	49,037

*The median salary level shown for president is due to the fact that most are employed by small companies or are self-employed. Also much of the compensation at this level is non-salary—bonuses, profit-sharing etc.

Source: Food Engineering 1990 Salary Survey.

JOB RESPONSIBILITY & SATISFACTION

Have your job responsibilities increased in the last year?

	Male	Female
Increased	65%	72%
Decreased	3%	4%
Stayed the same	32%	22%

Rate your overall level of job satisfaction.

	Male	Female
Good balance of responsibility, salary and prospects	40%	31%
Two of the three factors	38%	40%
Only one of the three factors	15%	20%
None of the three factors	4%	7%

Percentages may not add up to 100 due to incomplete or duplicate answers.

Source: Food Engineering 1990 Salary Survey.

MEDIAN SALARY BY PRODUCT

Pasta	$49,317
Fat & oil	49,305
Beverage	48,916
Grain mill	48,275
Bakery	48,094
Seafood	48,055
Other	47,777
Confection	47,499
Dairy	46,573
Fruit & vegetable	46,249
Meat	44,037

Source: Food Engineering 1990 Salary Survey.

control manager. (Almost half of the women fell into these two job titles.) Let's see how the salaries stacked up against the men's. The median salary for a female food technologist was $33,213, while her male counterpart earned $42,199. A female food technologists with 5-10 years of experience earned $37,142; the male $38,888. The female quality control manager's median salary was $37,726 and the male, $42,044. A female quality control manager with 5-10 years of experience earned $36,000, the male $37,500. Looking back over previous *FE* surveys, research shows that the gap is beginning to narrow somewhat in these two job titles. But overall, pay for women in the food industry still lags behind men's about 30 percent.

In addition to being underpaid, many women feel that they are not given the plum projects. A quality control manager from Texas says that

SALARY BY JOB TITLE (in thousands of dollars)

	Under 25	25-29.9	30-34.9	35-39.9	40-44.9	45-49.9	50-54.9	55-59.9	60-69.9	70 or more
President	15.2%	2.5%	5.1%	6.3%	7.6%	3.8%	11.4%	5.1%	5.1%	38.0%
V.P./manufacturing	1.9	1.9	9.6	3.8	5.8	1.9	9.6	1.9	3.8	59.6
V.P./marketing	–	6.2	–	–	3.1	6.2	3.1	6.2	18.8	56.2
Plant manager	1.0	4.1	10.3	14.4	11.3	7.2	18.6	10.3	11.3	11.3
Production supervisor	8.1	9.5	16.2	25.7	13.5	9.5	2.7	4.1	6.8	4.1
Engineering manager	1.0	1.9	3.8	6.7	5.7	11.4	13.3	10.5	23.8	21.9
Project engineer	–	1.4	5.0	13.6	19.3	20.0	15.7	11.4	12.1	1.4
Packaging manager	8.7	–	13.0	4.3	13.0	4.3	21.7	8.7	13.0	13.0
Purchasing manager	4.7	9.3	9.3	14.0	16.3	2.3	9.3	7.0	9.3	18.6
Technical director	1.2	2.4	7.2	2.4	2.4	8.4	10.8	9.6	19.3	36.1
QC manager	7.6	9.0	14.6	16.0	21.5	13.9	7.6	2.8	6.2	0.7
Food technologist	9.5	13.7	14.3	11.9	19.6	11.3	6.5	4.2	5.4	3.6
Marketing/product/ sales manager	2.7	8.0	4.0	12.0	6.7	12.0	20.0	14.7	10.7	9.3
Sanitation/ maintenance manager	2.9	–	29.4	20.6	14.7	17.6	8.8	5.9	–	–
Transportation/ distribution manager	–	–	20.0	6.7	6.7	13.3	13.3	–	26.7	13.3
Purchasing agent	16.7	16.7	8.3	–	8.3	33.3	16.7	–	–	–

Percentages may not add up to 100 due to incomplete or duplicate answers.

Source: Food Engineering 1990 Salary Survey.

MEDIAN SALARY BY EDUCATION

Ph.D.	$64,285
Master's degree	52,082
Bachelor's degree	46,372
Some college	39,358
High School or less	41,785

Source: Food Engineering 1990 Salary Survey.

women are often given the "little picky jobs" because they are able to follow through more on projects that require a lot of attention to detail. "The projects may seem small, but they are hardest to achieve." But this feeling is probably not limited to the food industry.

Having it all

If you were offered a new job tomorrow with at least a 20 percent increase, what other factors would have to be included for you to accept the job? According to *FE's* readers, location is number one. Many of our survey respondents were not willing to give up the 3 to 5 weeks of vacation they have built up, despite the 20 percent increase in salary. Others were more concerned with the level of upper management they would have to deal with.

Mostly, to change jobs, food industry people want it all—day care, better retirement and health care plans, less travel, more travel, less hours, comp time, growth potential. But most important of all, they want more responsive and humane bosses. A quality control manager from Pennsylvania sums it up best: "a corporate climate that fosters teamwork, and fewer self-serving egotists. Money doesn't matter—how you're treated does." ▲